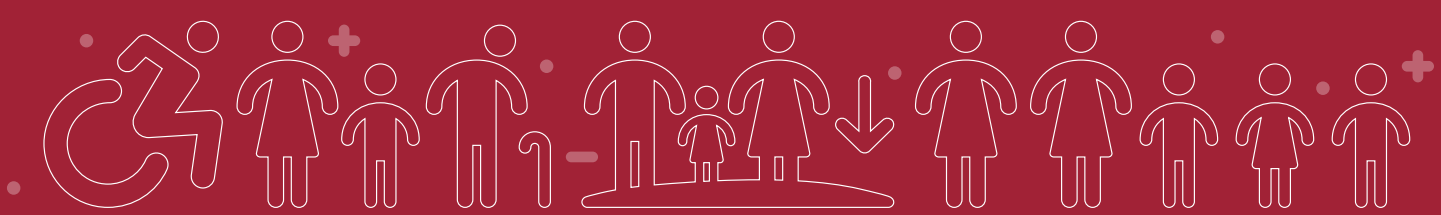
Food and Agriculture Organization of the United Nations

Applying an inclusive and equitable approach to anticipatory action



Applying an inclusive and equitable approach to anticipatory action

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Contents

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Acronyms

DRP	Disaster risk prioritization
EWS	Early warning system
FAO	Food and Agriculture Organization of the United Nations
FGD	Focus-group discussion
GBV	Gender-based violence
IDP	Internally displaced person
KII	Key informant interviews
LGBTQI+	Lesbian, gay, bisexual, transgender, queer and intersex
NGO	Non-government organization
SEA	Sexual exploitation and abuse
WFP	World Food Programme

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What is anticipatory action?

Natural hazards such as droughts, floods and cyclones are becoming more frequent and intense, leaving in their wake an unprecedented level of humanitarian needs. The number of people displaced by conflict and economic downturns, meanwhile, is the highest on record. However different in nature, these events require action from governments and international organizations to alleviate human suffering. And more often than not, the timing of interventions greatly affects how people experience shocks. Responding to these events after their impacts have materialized can take great tolls on the affected communities and erode their coping capacities over time. It also puts pressure on finite aid resources and can create a cycle of reactive responses to recurring hazards.

Anticipatory action is an approach that provides an opportunity to break that reactive cycle. It does so by predicting when these events will occur and acting early to protect people against their impact. This way of working is now becoming increasingly embedded in the humanitarian system. Anticipatory action consolidates forecasting information and forward planning in ways that allow governments and the humanitarian community to act in advance of disasters or before they reach their peak, as soon as a warning sign appears. Effective use of early warning information and flexible finance mechanisms can mitigate or even prevent humanitarian disasters. Acting on early warning information has been shown to curb projected increases in food insecurity, malnutrition and rural poverty. In doing so, it can protect lives and livelihoods in a rapid manner and ensure greater resilience of the most vulnerable.

Ensuring the most vulnerable can access and benefit from anticipatory action

Of course, simply acting early does not guarantee that all benefit equally from anticipatory actions. That is why humanitarian actors need to actively strive to be inclusive in all their efforts. Inclusive programming must also be conflict-sensitive to avoid doing harm and look for opportunities to contribute to peace. This is particularly important for anticipatory action, which aims to shield the most vulnerable people by saving their lives and livelihoods.

An inclusive approach to anticipatory action will have a nuanced and context-specific understanding of the ways inequality impacts vulnerability and resilience. Working in this way means understanding how intersecting social categories, such as gender, sex, age, nationality, socio-economic status, sexual orientation, gender identity and physical abilities, impact the extent to which vulnerable individuals or communities can access and benefit from anticipatory action.

That is why, from the beginning and throughout the entirety of the anticipatory action approach, the most vulnerable people in affected communities need to be included in the decision-making on the planning, design and implementation of activities. For this to be effective, projects and programmes also need to incorporate mechanisms capable of monitoring disparities that might arise throughout the intervention. Taking an inclusive approach acknowledges that vulnerable or marginalized individuals contend with barriers, discrimination and stigmatization. This can limit their access to effective surveillance and early warning systems, basic services and networks, and put them at greater risk when a disaster is imminent.

In short, inclusive anticipatory action must ensure that the most vulnerable can access and benefit from all aspects of the programme and address their specific needs and priorities. At minimum, inclusive and conflict-sensitive interventions aim to do no harm to vulnerable groups, do not compound existing inequalities and they do not create or exacerbate tensions or violence. They leave no one behind and lessen risks that can push vulnerable people further into poverty.

Who are the most vulnerable?

Although people will have different identities, needs, priorities and capacities that change over time, there are groups and individuals that are at greater risk in times of crisis. They are often those who face the highest inequalities in everyday life, including people living in rural areas, indigenous peoples and speakers of indigenous languages, women and children, ethnic and linguistic groups, people with disabilities, migrants, gender and sexual minorities, youth and older people. These groups may face greater barriers to prepare for and recover from shocks because multiple forms of vulnerability, discrimination and inequality are at play simultaneously (Chaplin *et al.*, 2019).

How inequalities may shape people's experience of a crisis

Women and children may face greater barriers than men:

- Statistically speaking, men and women have different chances of survival when disaster strikes – sometimes starkly so. In general, women and children are 14 times more likely than men to experience displacement or die during a disaster (Peterson, 2011). This varies by country, with a higher likelihood in places where women's socioeconomic status is low and a lower likelihood in places with more equal gender relations (Neumayer and Plümper, 2007).

- In the context of evacuation, women and girls often have fewer options than men. They are often less likely to know how to swim or climb compared to men and boys, they may lack access to safe shelters, be hindered by gender-specific traditional clothing, or stay behind to care for those who cannot flee. In Nepal, for example, a study found that men were more likely to know a safe route to use in the event of a flood than women were (89 percent of men compared to 69 percent of women) (Brown, 2019). In addition, 80 percent of interviewees thought that evacuation routes were not suitable for vulnerable groups such as people with disabilities, the elderly, or pregnant women (ibid.).

- Early warning messages are often less likely to reach women than men. The reasons for this are many. In communities with large gender gaps in schooling, women may be less likely than men to understand written early warning messages. They are also less likely to be directly consulted in the planning stages of communication strategies, so the design of these plans is less likely to factor in their needs. Furthermore, women in many communities are less likely to have access to mobile phones or other digital information sources. In fact, around the world, 300 million fewer women than men have access to mobile phones (GSM Association, 2020).

  Research in Bangladesh confirmed that women were less likely than men to receive flood early warnings because they did not have access to mobile phones, radio or television (Deltares, 2020). Often the assumption is that information will be shared within the household, but this is not always the case. In many situations, men and women cope and adapt differently and may share information in different ways.

- Crop failures and rising food prices often affect women and children differently than men. For example, many farmers in Malawi received insurance pay-outs to reduce their losses from the 2015/16 El Niño. Women, however, tended to be less informed about these schemes and therefore suffered bigger setbacks when they experienced lower yields at the end of the season, either because the dry conditions affected their crops or they were more hesitant to plant during a drought (Mapedza, 2019). Furthermore, girls may be expected to drop out of school to support the family, depriving them of education and school meals (World Bank, 2017). For boys and girls alike, food insecurity and nutritional deprivation in young age can have impacts that last a lifetime.

Individuals with disabilities and the elderly are particularly vulnerable:

- Early warnings may reach older people and those living with disabilities less easily. In Pakistan, for example, large-scale floods in 2010 devastated entire provinces and 15 percent of those affected were persons with disabilities and elderly – nearly 3 million people (Mitchell and Karr, 2014). In the Philippines, early warnings for Cyclone Haiyan were especially challenging for people with hearing limitations, because these systems were not designed with their specific needs in mind (Zayas, 2017).

- In situations where immediate evacuation is necessary, this is not always possible for everyone unless plans are made ahead of time. This can have a variety of reasons, from inadequate early warning messages that may not reach blind or deaf people to transport challenges for people with a mobility disability.

LGBTQI+ individuals may be marginalized:

- LGBTQI+ people's experiences in crises are under-researched or misunderstood, which can lead to protection gaps (Knight, 2020). But it has become increasingly evident that being part of a sexual or gender minority – or being perceived as one – in a crisis situation can lead to harm and exclusion from social services and legal support when they are most needed. For example, gay men in Haiti were excluded from food aid after the 2010 earthquake because ration schemes were targeted only at women, and these men had no women registered in their residences (International Gay and Lesbian Human Rights Commission and SEROvie, 2020).

Migrants, displaced populations and other vulnerable groups may face increased discrimination and various barriers:

- Migrants and displaced populations, particularly if they are undocumented, may lack the basic means to access accurate information on early warning due to legal, language and cultural barriers. They are often disproportionately impacted by a crisis because of already precarious livelihood conditions and limited access to social protection and legal support.

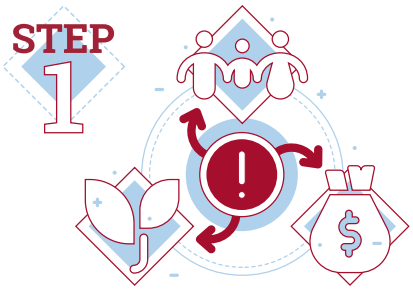
- During conflict, minorities and indigenous peoples[1] are more likely to be among refugee and internally displaced populations. In Colombia, for example, an estimated 70 percent of the more than 8 300 civilians uprooted by mass displacements in the first half of 2017 were from Afro-Colombian or indigenous communities. In the Central African Republic, killings by rebel forces in Bangui had forced the majority of the capital's Muslims to flee in 2014. As a result, the Muslim population of Bangui was reduced from over 100 000 to less than 1 000 (United Nations, 2014). Amidst continued insecurity and sectarian violence, the majority remain displaced internally or in neighbouring countries (Minority Rights Group International, 2017).

1 When working with indigenous groups or in areas inhabited by them, it is critical to consider their right to Free Prior and Informed Consent. A manual for practitioners is available as a reference at the following link: www.fao.org/3/a-i6190e.pdf

Integrating inclusive approaches and tools into anticipatory action programming

How can we support inclusive anticipatory action? From setting up an early warning system (EWS) to implementing and evaluating activities, humanitarian actors can apply various inclusive approaches and tools. The following sections offer some ideas in order to be more inclusive throughout each stage of the anticipatory action cycle.

This guidance is tailored for Food and Agriculture Organization of the United Nations (FAO) staff and partners who are engaged in designing and implementing anticipatory approaches at country level. It is essential that there is awareness of the issues and barriers vulnerable and marginalized groups face at all stages of the project cycle. With this knowledge, we can give them priority assistance, engage them in the decision-making process, and further build their capacity to protect themselves ahead of disasters.



Disaster risk prioritization (DRP)

If it does not already exist at the country level, develop a DRP to map potential risks and expected impacts on people, assets and the environment.

INTEGRATING INCLUSIVE APPROACHES

Identify how vulnerable individuals and marginalized groups experience discrimination or inequality in their communities and how they may be affected by the anticipated hazard.

- Map the most vulnerable and at-risk groups in the community and identify the ways these groups already face barriers and inequalities. Further, understand how they are engaged with the agriculture or food security sectors.
- Highlight the specific constraints, identify how these groups can cope with shocks and crises, assess their adaptation strategies and how they would be affected by various shocks or stresses, and gauge the extent of the different groups' unmet needs.
- Identify groups who may be vulnerable in multiple ways and considered at higher risk.
- Conduct a context analysis to inform conflict-sensitive approaches.[2] When working in fragile, conflict-affected or post-conflict settings, a thorough understanding of the context is key. This should also keep in mind that institutions may be weak in these situations, societal relations may be fractured and access to resources may be constrained or highly competitive. Working in a conflict-sensitive way, FAO teams should keep a close eye on the interaction between the local context and the project , as well as the project and the local context, and do so at all stages – from the design to the implementation and evaluation of the project.

2 To apply this method, the following tools can be used: > FAO's guide to context analysis: www.fao.org/3/ca5968en/CA5968EN.pdf > FAO's participatory tool to designing conflict-sensitive interventions can be accessed here: www.fao.org/3/ca5784en/CA5784EN.pdf

Investigate how and to what extent vulnerable individuals and marginalized groups are already included in national documentation. Review civil society information as well as government resilience and emergency policies or processes.

- Review national and local policies and strategies to manage disasters, particularly for the agriculture and food security sectors, and assess how the most vulnerable and at-risk groups are included.
- Analyse programmes tailored to the most vulnerable and at-risk groups.
- Understand what social protection programmes and services are in place and any restrictions or barriers in accessing these programmes vulnerable groups may face.

POSSIBLE RESOURCES AND TOOLS

Desk-based:

- Review country-specific literature on social inclusion and humanitarian practice.
- Review available secondary data.[3]
- Engage with experts within and outside the community.

Field work:

- Meet with community and group leaders, and individuals from marginalized groups to understand their experiences and how they were impacted by past disasters.
- Meet with local and regional government officials to understand what systems they have in place to protect or address the needs of the most vulnerable.
- Conduct a conflict-sensitive context analysis.

[3] For an example of what can be done with currently available data to better understand gender differences in resilience, see Koolwal, G., D'Errico, M. and Sisto, I. 2019. *Paving the way to build the resilience of men and women. How to conduct a gender analysis of resilience.* FAO Agricultural Development Economics Working Paper 19-01. Rome, FAO. pp. 52. Available at www.fao.org/economic/esa/publications/details/en/c/1180720/#.XrqGxcCxVEY Also see the following for guidance on gender-sensitivity vulnerability assessments in agriculture: FAO. 2018. *Guidance note on gender-sensitive vulnerability assessments in agriculture*. Rome. pp. 52. Available at www.fao.org/3/i7654en/I7654EN.pdf. The focus is on climate change, but it can be used as an example and extended to other pending crises.

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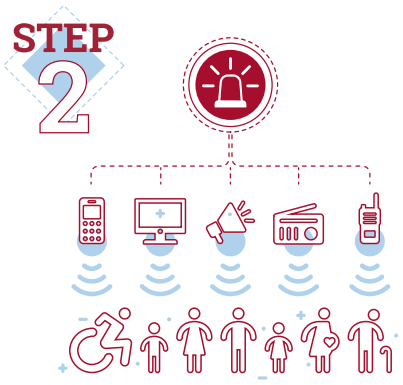

Inclusive early warning systems

Establishing an EWS involves developing a set of indicators to generate and disseminate timely and meaningful warning information. This information is used to enable people, communities and organisations threatened by a hazard to act appropriately and with sufficient time to reduce harm or loss. To be effective, the EWS must be understandable and trusted by the people it serves. Additionally, the system needs to be communicated through multiple channels using clear language and easy-to-follow advice.

INTEGRATING INCLUSIVE APPROACHES

Design EWS communication strategies that ensure early warning messages will reach everyone.

- With an already established EWS, identify who receives early warning messages – including geographical coverage – and who is able to translate this information into concrete actions. If a new EWS has been established with support from FAO, make sure a similar exercise is conducted.

- Identify the information needs of the target communities. This means learning about the trusted information sources and language preferences of vulnerable people and marginalized groups, their preferred communication channels and technologies. This includes preferences by age, gender and ability.

- Develop tailored messages for people who are at risk of not being able to understand or receive information, including those with low literacy. This means:
  - translating early warnings into local languages or adapting them to the local context – particularly in areas where refugees and internally displaced people dwell or indigenous languages are spoken.
  - assessing if there are any people living with disabilities in the community, in particular, hearing or visual impairments, who may need a different kind of communication support.
  - involving representatives of women's and youth groups, disability advocacy organizations, refugees, internally displaced persons (IDPs), migrant communities and producer organizations in the design of early warning messages.
  - understanding the different social dynamics within the communities, groups and households and what they mean in terms of tailoring early warning messaging to make sure everybody receives updates. For example, if marginalized groups in the community do not have access to mobile phones, radios or television, how can we verify they receive the warning?
  - coming up with alternative methods for disseminating information as needed. This may include setting up community information chains or having champions in the community share updates or lean on social and extension workers.

- Explore whether it is technically feasible to establish a two-way communication in the EWS. In a two-way system, all community members can report early warning signs in a way that is visible to all users of the system and receive warnings.

- Assess if and how the existing EWS are informing or can be used to inform programmes that target the most vulnerable (i.e. social protection programmes categorically targeted to certain groups, such as children and youth, women, elderly, people with disabilities etc.).

POSSIBLE RESOURCES AND TOOLS

Desk-based:

- Review communication strategies for previous and existing EWSs and identify what worked and what did not.
- Check if existing early warnings also include agricultural advice.
- Speak to experts with experience in inclusive EWS.

Field work:

- Speak to communities through focus group discussions to understand how EWSs are established or received in the community. These should be separated by gender, age, ethnicity, disability, and/or status as refugee, IDP or migrant. Being mindful of stigma or hidden disabilities is important here.
- Conduct one-on-one interviews to encourage some community members to share their understanding of EWSs and how they are acted upon. Invite them to have a quiet discussion in a private setting separate from other household or community members.
- Identify trusted sources of information or key influencers in the communities who can support early warning messages.
- Conduct an early warning test to see how the message spreads and to identify gaps.

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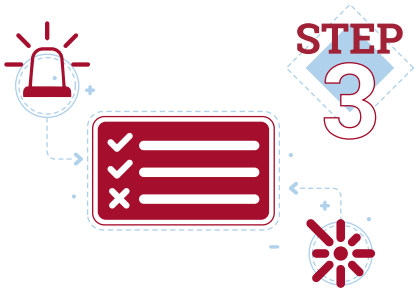

Identification and design of anticipatory actions

Anticipatory actions are short-term interventions staged during the critical window between an early warning trigger (when it is known a hazard is likely to occur) and the actual occurrence of the disaster. Anticipatory actions aim to prevent and mitigate the impact of the hazard on vulnerable households.

INTEGRATING INCLUSIVE APPROACHES

Engage the community in identifying and designing appropriate anticipatory actions.[4]

- Identify existing and potential disaster risks and discuss ways to mitigate or avoid their impact on livelihoods and food security. Consider the daily routines and challenges community members normally face and how they change in the wake of a hazard. Keep in mind that the groups most vulnerable to disasters are also likely to already face food insecurity, malnutrition and rural poverty.
- Assess what has worked or not for different groups in the past. Take into account what hazards the community faced and how the intervention affected them. Identify how different groups perceived the benefits they derived from the project.
- Learn about existing social dynamics and how they may affect participation in anticipatory actions. This includes taking into account how gender norms define how men and women are expected to behave and act within the community.
- Communicate targeting rationales to the community to avoid potential conflicts.
- Draft the proposed interventions after original community consultation. In case of changes to the proposed interventions, get repeated feedback from the community and vulnerable groups.

Engage ministries of social welfare or those involved in social protection programming to address individuals and groups currently not or insufficiently covered by social safety nets.[5]

- Review targeting criteria that have been set up for various social protection programmes in the country – in particular those targeting families engaged in agriculture. Who is entitled to social protection and who is de facto benefiting from social protection programmes?
- Assess whether existing targeting criteria have been consciously – or through unconscious bias – established to exclude particular groups (e.g. opponents to the government, certain ethnic minorities, displaced persons, transhumance pastoralists etc.). Also evaluate if the government can be considered as a key partner in the effort to address social protection gaps.

4 Although focused on the topic of gender, FAO and the World Food Programme's (WFP) socioeconomic and gender analysis provides a set of key analytical questions to ensure gender-sensitive approaches to understand how various groups can access and benefit from humanitarian interventions: FAO and WFP. 2020. *Passport to mainstreaming a gender perspective. Key analytical questions for designing gender-sensitive humanitarian interventions.* Rome. 33 pp. Available at www.fao.org/3/ak210e/ak210e00.pdf

5 Lessons from social protection may be useful for ensuring gender is taken into consideration in anticipatory action. Resources include: 1) FAO. 2018. *FAO Technical Guide 1 – Introduction to gender-sensitive social protection programming to combat rural poverty: Why is it important and what does it mean?* Rome. 76 pp. Available at www.fao.org/documents/card/en/c/CA2026EN 2) FAO. 2018. *FAO Technical Guide 2 – Integrating gender into the design of cash transfer and public works programmes.* Rome. 88 pp. Available at www.fao.org/3/ca2038en/CA2038EN.pdf 3) FAO. 2018. *FAO Technical Guide 3 – Integrating gender into implementation and monitoring and evaluation of cash transfer and public works programmes.* Rome. 48 pp. Available at www.fao.org/3/ca2035en/CA2035EN.pdf

- Understand who may face barriers to access social protection even if they meet targeting criteria. For example, is childcare available at public works sites? How are transfers distributed within the household?
- Are social protection interventions adequate and appropriate? In other words, can they meet the current needs of participants and could they continue to meet needs created by a crisis?
- Are there conditionalities that would be impossible to fulfil in the context of a crisis? Can these conditionalities be waived?
- Identify gaps in coverage or insufficient benefit levels and discuss with experts how to address them. Anticipatory actions should not just seek to address gaps but also complement, align with or build on existing social protection programming.

POSSIBLE RESOURCES AND TOOLS

Desk-based:

- Consult relevant monitoring or evaluation documents from previous programmes or speak to colleagues who were involved to understand what does and does not work.
- Speak to experts, including government and partners, about their experiences of incorporating social inclusion into their programming and targeting methods.
- Review criteria for social protection programming.

Field work:

- Conduct focus-group discussions (FGDs) that are separated by gender, age, ethnicity, disability, and/or status as refugee, IDP or migrant. Being mindful of stigma or hidden disabilities is important here.
- Confirm that vulnerable groups have a safe space to raise their opinions and concerns.
- Conduct one-on-one interviews to encourage some community members to share knowledge and experiences, invite them to have a quiet discussion in a private setting separate from other household or community members.
- Use information from FGDs and interviews to address barriers through inclusive design. Peer review this design with members of the community. Further use these results to help shape targeting criteria, access, and benefit levels.
- Use inclusive language when discussing or writing about different agriculture roles and responsibilities (for example, use fishers or fisher-folk instead of fishermen).

Planning for the implementation of anticipatory actions

Planning for the implementation stage of a project should focus on preparing staff to act responsibly and timely in the communities that will benefit from the anticipatory action.

INTEGRATING INCLUSIVE APPROACHES

Assure that the needs of the most vulnerable are considered during implementation.

- Train staff to conduct community consultations that prevent exclusion of vulnerable groups. Also consider differential access to resources and services, including social protection. Confirm staff understand how to work with vulnerable populations in the communities, avoid stigmatization and support the protection of individuals and sensitive information.
- Train staff to understand the social norms and dynamics within the community, including gender norms, and how they may shape the ways a person is affected by shocks. For example, do livelihood strategies generally differ for men, women and transgender people?
- Verify staff understand what it means to do no harm and leave no one behind. This includes training on conflict-sensitive approaches, gender-based violence (GBV) and sexual exploitation and abuse (SEA), especially how to prevent it and map relevant resources in the community for survivors. This is to make sure that support does not ignite or compound these issues and sufficient support is provided to those who feel at-risk.
- Ensure frontline personnel represent different groups. Make sure that the services provided are culturally sensitive and gender-responsive.[6] A gender-responsive approach means that the needs, priorities, and realities of men and women are recognized and adequately addressed in the design and application of programming to equally benefit both. This includes ensuring, wherever possible, that female staff conduct interviews and FGDs with women. It also means the selection of staff who conduct the interviews should be appropriate for the local context and any conflict dynamics that might be at play in a community.

[6] To understand gender in the context of crisis and humanitarian actions, see: Inter Agency Standing Committee (IASC). 2017. *Gender Handbook for Humanitarian Action*. Geneva. 395 pp. Available at https://interagencystandingcommittee.org/system/files/2018-iasc_gender_handbook_for_humanitarian_action_eng_0.pdf

POSSIBLE RESOURCES AND TOOLS

Desk-based:

- Review and share capacity development materials on working with vulnerable groups.
- Include internal human resources mechanisms to support diversity in staffing.
- Read literature on GBV/SEA and conflict issues in the area you are planning to work in and make sure these are taken into consideration during the planning stages of the project design.
- Consult experts on how to navigate potential high-risk situations and what training materials are available to prepare staff.

The delivery of anticipatory actions

Once the early warning system raises alarm, it is time to implement anticipatory actions. For slow-onset disasters like drought, there may be up to a month to implement activities, but for rapid onset disasters such as cyclones it can be a matter of days, so time is of the essence.

INTEGRATING INCLUSIVE APPROACHES

Implement anticipatory actions in a way that best meets the different needs and challenges of the most vulnerable.

- Strongly encourage community leaders and local organizations, including women's organizations, to provide translation support to avoid language barriers, for example for migrants, refugees or IDPs. These groups will have been identified in the earlier design stage of the system. Where appropriate reimburse them.
- Work closely with social protection officers from the government or partner organizations when enrolling beneficiaries in the project. Existing registries for social protection schemes, for example, can be helpful tools for this, always be mindful of how and why certain groups may have been excluded from the previous beneficiary list in this particular context.
- If feasible, leverage existing delivery mechanisms for social protection, especially if they are cash-based.
- Ensure inputs are distributed in a safe place and by actors who are considered safe by the community. Also make sure inputs are distributed in a way that is easily accessible to all and avoid any transport or logistical barriers.
- Ensure people from marginalized groups are part of the local personnel that are deployed, to encourage at-risk beneficiaries to come forward.
- Make sure progress indicators record the impact that activities have on vulnerable groups and can detect problems early on in the project cycle. These indicators should measure trends over time. For example, they should be capable of demonstrating how the activities will showcase that they benefit women and men equally and are relevant to their needs.
- Conduct regular monitoring visits to confirm vulnerable groups are being included into the outputs of the project. When the project is implemented, it is equally important to make sure vulnerable groups are receiving and using the goods, rather than other members of the community.
- Provide safe and accessible two-way grievance mechanisms to ensure accountability when the implementation does not work as planned. Make sure that these mechanisms are accessible (e.g. avoid the use of mobile phones or social media with an elderly population).
- Engage NGOs and civil society to link anticipatory actions to additional support networks and services such as psychosocial support.

POSSIBLE RESOURCES AND TOOLS

Desk-based:

- Set up monitoring frameworks to track the delivery of anticipatory actions and their impact on the community. Solid frameworks will help determine if any changes are required.
- Map community services and organizations to supplement anticipatory actions and support the delivery of interventions if needed.

Field work:

- Identify a safe and accessible space in the community to support the distribution of inputs, if not door-to-door.
- Have regular visits to the project sites to understand what is working or not and to catch any problems early on.
- Regularly encourage people to use the two-way grievance mechanisms to allow accountability.
- Collect stories from various families. This will not only help build trust and establish a relationship with the community but also verify they have received the inputs (Better Evaluation, 2017). This should be conducted before, during and after the delivery of the activities.

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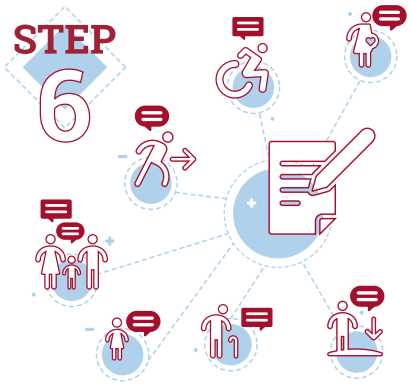

Evaluation of impact and learning

After a shock has passed, teams should begin the work of understanding if and how the project successfully mitigated the disaster, what benefits people derived and what losses they were able to avoid. It is equally important to find out what may have gone wrong to improve future actions. Data is typically collected using mixed methods research, including household surveys, FGDs, and key informant interviews. The goal is to understand both the direct impacts of anticipatory actions and the impressions communities have of them.

INTEGRATING INCLUSIVE APPROACHES

Ensure evaluations are socially inclusive so they provide the full picture. Then leverage this information to improve future anticipatory actions. Evaluations can shed light on how effective the anticipatory actions were at mitigating major losses and at assessing the needs of the most vulnerable.

- When analysing the information collected, assess the impact of anticipatory actions on different groups. Successful actions should bring benefits to all targeted groups. This includes addressing their specific needs, mitigating the impact of the shock on their livelihoods and preserving their dignity, while also increasing their resilience to future shocks.

- Qualitative methods, like FGDs, can be an important tool for understanding intra-group differences, even if they are limited to small samples. They can bring out differences in perception and coping strategies, and they can reveal differences in access to and benefits from anticipatory action interventions. When implementing FGDs, consider the following:
  - **Facilitation skills:** Do enumerators have the skills and training to elicit information from all the various groups?
  - **Group size:** Is the group too big? It is often better to conduct multiple small group discussions than one large discussion that involves the whole community. That is because it is more likely that vulnerable and minority groups will not be heard in a large group or they will be outnumbered by majority voices.
  - **Gender:** would participants feel comfortable discussing the topic in a single or mixed gender group?
  - **Age:** how intimidating would it be for a young person to be included in a group of older adults or vice versa?
  - **Power:** would certain participants, such as refugees, IDPs, migrants and other vulnerable groups, be less likely to speak up in a group where community leaders are also present? If this is an issue, try to have a discussion with those in power and another with those without. Do not just target dominant speakers.
  - **Accessibility:** are people with disabilities or the elderly able to access the FGD site and actively partake in the conversation? Are there adjustments that can be made to encourage their participation, for example, bringing in sign-language support or reviewing the location of the FGD?
  - **Timing of FGDs:** When scheduling discussions, consider the roles and responsibilities of participants, such as working, cooking and child care, to make sure everyone is able to attend.

- With key informant interviews (KIIs), apply the principles above but on an individual level:
  - **Gender:** gather stories from different genders to understand their experiences and how they may differ from each other.
  - **Age:** gather stories from people of various ages to understand how the activities affect different generations.
  - **Power:** do not just target the dominant speakers or head of the household but also actively seek out feedback from those who may not feel empowered to speak otherwise.

Using KIIs for data collection can be a more comfortable method for vulnerable members of the community to share their opinions or sensitive information.
- **Accessibility:** participants who are not able to access locations where the FGD take place or who require support to communicate may prefer KIIs.

- Collecting quantitative socio-economic information can shed a light on how well the interventions worked overall across different groups or areas. When collecting quantitative data, make sure to obtain a representative sample of indigenous groups or other vulnerable communities in the data set. This will make it possible to assess the ways the intervention impacted these groups specifically. If the time and resources are available, ask questions that capture any differences within the household in the well-being, resilience, coping mechanisms and decision-making at an individual level. Traditional approaches to measuring vulnerability, food security, coping mechanisms and resilience tend to focus on the household as a whole and therefore can fail to spot intra-household differences. Individual-level data, on the other hand, allows us to better assess differences by sex, age and other social characteristics. Whenever possible, collect individual data through self-reporting, rather than through the household head or a proxy respondent. Any data or information that could be stigmatizing needs to be collected privately and in a way that does not put interviewees at risk. This includes information on gender identity, sexuality, disability, HIV status or experience with GBV/SEA. Doing no harm includes ensuring that data cannot be leveraged for the purposes of discrimination and persecution.

Programme documentation should be inclusive in language and publicly available

- Use inclusive language in project documents to help foster equality and ensure that all vulnerable groups feel represented, from project design to implementation and evaluation. This can also ensure the most vulnerable are made visible in project implementation, monitoring and evaluation. Because ideas about gender are social and vary across cultures, this language should be context specific and determined in consultation with local experts and advocacy groups.

- Make the evaluation findings publicly available, including the analysis of the non-sensitive feedback and complaints trends.

POSSIBLE RESOURCES AND TOOLS

Desk-based:

- Before conducting an evaluation, contact local communities that could help with translation and identification of families.
- Include internal human resources mechanisms to support diversity and gender equity in staffing for data collection and those selected to support are representational of the community.

Field Work:

- Speak with leaders of vulnerable groups and ask them to help with translation or communication to participants who may be disadvantaged otherwise.
- Identify a safe and accessible space in the communities to conduct FGDs or KIIs where vulnerable groups and individuals can feel comfortable.
- Inform participants that negative feedback will not influence the provision of current and future humanitarian or development assistance.
- With the permission of the community, record all FGDs and KIIs. Assure privacy and confidentiality with those speaking. When completed, verify all are transcribed and stored in a secure place.

How does it work on the ground?

The Philippines: Applying an inclusive approach to anticipatory action for El Niño-induced drought

FAO's recent intervention in the Philippines provides a great example of how humanitarian actors can ensure their anticipatory actions are inclusive and equitable. From August to October 2018, FAO's drought-monitoring system, which was created and monitored in collaboration with the Filipino government, showed signs of extended dry periods in the Mindanao region. In early January 2019, the Philippines Meteorological Agency confirmed these signs and further validated FAO's findings. Drought conditions were expected to peak in April 2019 and the government and partners acted accordingly. As early as November 2018, the local government and FAO implemented anticipatory actions to support vulnerable smallholder farmers ahead of the peak of the drought and mitigate its impact. The activities included protecting rice planting, cash-for-work activities, and alternative livelihood support. This included distributions of vegetable seeds and live animals to help at-risk people build alternative livelihoods through poultry and goat farming. Both were supported by small-scale irrigation kits.

FAO staff designed and evaluated the intervention in an inclusive way. It analysed the local context ahead of time seeking community inputs and it split focus-group discussions and surveys by gender to ensure all participants felt comfortable sharing their views openly. As a result, both the project planning and the timing of deliverables were conflict and gender sensitive.

For decades, people in Mindanao have felt the impact of conflict between the government and various armed groups. Tensions spiked in February 2019 in the province of Maguindanao, which was a key target

area for FAO's intervention, and many families were moved to evacuation centres. When working in this context, actions need to be tailored to the daily needs and realities of families living under the shadow of conflict. This means it is not enough to consider the impacts of drought – actions also need to consider what will happen if farmers get displaced from their homes or cannot access pieces of land they've already planted because it is too dangerous. The cash-for-work activities in the project, for instance, allowed displaced farmers who could not access their land to work in safe areas and earn an income. And because the work consisted of restoring irrigation canals, they also helped other farmers. Home gardens and community poultry activities were also helpful, because the military usually allows evacuated families to return to their homes for a few hours a day – enough to water crops and collect food to bring back to the shelter. As a result of this type of programming, families could get fresh and healthy food when needed, even in the weeks they spent at the shelter and with dry conditions intensifying.

Notably, the activities placed men and women on an equal footing and by doing so generated positive changes within households too. Women and men were working side by side on community farms where they received training and produced food together. While the heavy labour of the cash-for-work activity was a job done only by men in the project, other anticipatory actions were specifically targeted to women and women's associations, like the vegetable gardens and the duck and goat farms. For many women it was the first time they were generating income of their own and producing food for their family. This was a departure from traditional family dynamics in which women managed the money but men alone would produce food and income.

The result was a relief for both. Women's cooperatives took ownership over the vegetable gardens and the duck farms. They were proud to contribute more directly to their family's income. The men, in turn, felt relief that the burden of earning money was no longer falling squarely on their shoulders. Stress within the household was reduced because the drought did not turn into an existential crisis for the family. What's more, the new water drums installed near the house all but eliminated arguments over who would fetch water every day – once the drums were filled with water from the well, it would last the family for days.

For more about the Philippines case study:
http://www.fao.org/3/ca9371en/ca9371en.pdf

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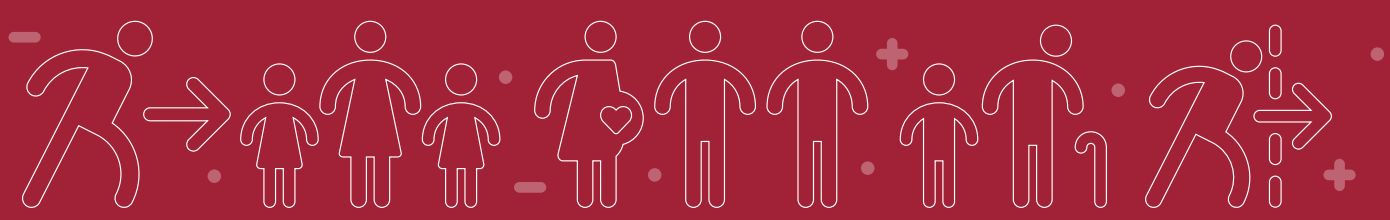

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